

Summary of BEA Strategic Plan Milestones, FY 2005

	Total	Unfinished	Completed	Percent Accomplished
FY 2005 Milestones	167	6*	161	96.4%

*One milestone was unfinished due to lack of funding from Congress.

**Bureau of Economic Analysis
FY 2005 Strategic Plan Report Card**

(prepared October 7, 2005)

NATIONAL ECONOMIC ACCOUNTS

Programs and New Initiatives: FY 2005

Programs	2005	Met	Not Met	Comments (when goal Not Met or partial met)
National Income and Product Accounts (NIPA) Estimates	Prepare quarterly and annual estimates of GDP and NIPA tables for 2002-2005.	✓		
Monthly Personal Income and Outlays	Prepare monthly estimates of personal income and outlays for 2002-2005.	✓		
Fixed Assets and Consumer Durable Goods	Prepare annual estimates of fixed assets and consumer durable goods for 2002-2004. Prepare estimates for 1959 and later.	✓		
International Submissions	Update 2002-2004 NIPA estimates consistent with 1993 System of National Accounts (SNA) for OECD. Prepare Government Finance Statistics (GFS) for Treasury to submit to IMF.	✓		
NIH Biomedical Research & Development (R&D) Price Index	Prepare estimates of biomedical R&D price index for NIH under reimbursable contract. Update the index reference year to 2003.	✓		
New Initiatives				
Communications About the NIPAs	Research and design a new Internet release for government sector NIPA estimates. Develop FAQs for Web site.	✓		
Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	Publish fixed-asset estimates on a NAICS basis. Participate in NAPCS research.	✓		

Modernize and improve national accounts processes and systems	Test and implement NIPA central system for product-side estimates.	✓		
Improve Estimates of Personal Consumption Expenditures	Review allocation of consumption of unpriced bank services. Evaluate selected Census annual lines data. Prepare proposal to use new Census Quarterly Services Survey (QSS) data in the 2005 annual revision.	✓		
Improve Estimates of Private Investment and Fixed Assets	Conduct research on improved price indexes and on software. Incorporate QSS data for software.	✓		
Improve Income Estimates	Work with IRS to review and evaluate national research program (NRP) on taxpayer compliance. Improve estimates of pension property income and employers' contributions. Review contractor's evaluation of interest methodology.	✓		
Improve Government Sector Estimates	Conduct research on flow of funds integration, accrual accounting, timing of defense equipment and private inventories, compensation in kind, and real output measures.	✓		
Methodology Papers/ Documentation	Complete and publish revised Government Transactions.	✓		
National Accounts Training	Begin implementing an in-house national accounts training program.	✓		
Research on National Accounts Concepts and Methods	Review the accrual of earnings for enterprises owned by government, treatment of government permits, and accounting for interest under high inflation.	✓		

Improve Major NIPA Revisions	Form an inter-directorate team to continue the review of processes and draw conclusions on possible improvements. Analyze revision schedules and develop options.	✓		
Participate in SNA Revision	Continue to participate in Canberra II Group, Task Force on the Harmonization of Public Sector Accounting, SNA Advisory Expert Group.	✓		
Research Production Account and Capital Inputs	Conduct research on measuring capital inputs and other inputs as part of a production account. Prepare a proposal for a cross-agency effort.		✗	Not completed due to the departure of Chief Economist.

INDUSTRY ACCOUNTS				
Programs and New Initiatives: FY 2005				
Activities	2005	Met	Not Met	Comments (when goal Not Met or partial met)
2002 Benchmark Input-Output (I-O) Accounts	Incorporate 2002 Economic Census data into the benchmark input-output (I-O) framework as data are available from the Census Bureau. Prepare and release the preliminary detailed estimates of gross output.	✓		
Annual Industry Accounts (GDP-by-Industry and Annual I-O)	Prepare and release all estimates for 2003 and revised estimates for 2001 and 2002. Prepare updated estimates for 2004.	✓		
Advance GDP-by-Industry Estimates	Prepare and release advance estimates of GDP-by-industry for 2004.	✓		
International Submissions	Prepare GDP-by-industry estimates for 1987–2003 on a NAICS basis and consistent with 1993 SNA for submission to Organization for Economic Cooperation and Development (OECD).	✓		
Travel and Tourism Satellite Accounts (TTSA)	Dependent upon the continuation of external funding, release revised 2001–2003 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment.	✓		
Analyses and Articles	Prepare regular articles and analyses.	✓		

New Initiatives				
Assessing and Enhancing the Benchmark Input-Output Accounts				
Improved Estimates of Final Uses in the Benchmark I-O Accounts	Conclude research to identify new data sources and estimating methods for selected personal consumption expenditures categories, and prepare papers and present results. Test probability-based methods for estimating retail trade margins on products, and prepare paper documenting results.	✓		
Improved Estimates of State & Local Government Industry Expenses in the Benchmark I-O Accounts	Work collaboratively with the national economic accounts to identify new source data and methods for estimating state and local government intermediate inputs.	✓		
Improved Estimates of Industry Expenses in the Benchmark I-O Accounts	Conduct research to improve estimates of intermediate purchases for hospitals, education, transportation and construction.	✓		
Improved Estimates of Taxes on Production and Imports in the Benchmark I-O Accounts	In collaboration with the national and regional economic accounts, continue research to improve estimates of taxes on production and imports by evaluating alternative sources of data.	✓		
Valuation of Industry Output from Producer's Prices to Basic Prices	Conduct research on feasibility of changing valuation of output for the use table.	✓		
Annual Business Investment Data (Capital Flow Table)	In cooperation with Statistics Canada, compare U.S. methodologies with Canadian methodologies. Based on comparisons, identify candidate methodologies for producing annual capital flow tables integrated with the annual industry accounts.		✗	A draft paper was prepared comparing U.S. and Canadian methodologies. This initiative was not funded by Congress, so work was stopped and this initiative has been removed from the Strategic Plan.

Assessing and Enhancing the Annual Industry Accounts				
Quarterly GDP-by-Industry Estimates	Complete research into methodological options and identify prototype methodologies for producing quarterly GDP-by-industry estimates.	✓		
Improved Advance GDP-by-Industry Estimates	Evaluate advance estimates for 2003, research conversion of enterprise-based source data to an establishment basis, research double deflation of value added for broad industry groups, and improve estimates of gross output and commodity prices.		✗	Research for conversion of enterprise-based source data to an establishment basis and research on double deflation of value added is complete. Improvements have not yet been made to estimates of gross output and commodity prices. The amount of work required to meet these objectives was much greater than initially anticipated. The priority tasks were addressed first; research on improvements in gross output and commodity price estimates will continue in 2006.
Historical GDP by Industry on a NAICS Basis	Test and evaluate options for converting pre-1987 GDP-by-industry to a NAICS basis.	✓		
Improved Establishment Distribution of Company Estimates	Conduct research to evaluate results from using annual company-establishment conversion matrices to distribute company profits, net interest, and depreciation for the annual industry accounts.	✓		
Annual Employment Estimates	Develop prototype annual estimates of employment and employment multipliers for 1998–2003, and coordinate with regional accounts to assure consistency.	✓		
Assessing and Enhancing the Travel and Tourism Satellite Accounts				
Improved Annual and Quarterly Travel and Tourism Estimates	Dependent on the continuation of funding, incorporate data with additional detail into annual updates of the travel and tourism satellite accounts (TTSA); and explore the feasibility of producing travel and tourism satellite accounts on a state basis.	✓		

Integration with Estimates from BLS**Review and Reconcile
Output with Comparable
Bureau of Labor
Statistics (BLS)
Measures**

Develop a plan with BLS to harmonize measures of industry output based on completed research.

**Improvements to Processing Systems****IT Reengineering**

Continue to develop processing system for integration of the benchmark I-O and annual industry accounts; develop and finalize processing for the derivation of the make table; and develop processing for the balancing of the use table.



INTERNATIONAL ACCOUNTS				
Programs and New Initiatives FY 2005				
Activities	2005	Met	Not Met	Comments (when goal Not Met or partial met)
International Transactions Accounts (ITAs)	Prepare estimates for the ITAs.	✓		
International Investment Position (IIP) Accounts	Prepare annual estimates of the IIP.	✓		
Benchmark and Annual Financial and Operating (F&O) Data	Prepare F&O estimates.	✓		
International Services	Prepare estimates of international services transactions.	✓		
Analyses and Articles	Prepare regular articles and analyses.	✓		
Electronic Data Collection and Dissemination	Maintain and update the international accounts Web site and the Automated Survey Transmission and Retrieval (ASTAR) system for electronic reporting.	✓		
New Initiatives				
Research Understatement of Goods Trade Estimates and Develop Bias Adjustments	Work with Census Bureau's Foreign Trade Division in researching potential sources of undercounts in import and export goods trade statistics. Specific sources of possible coverage errors examined will include low value estimates, exports from foreign trade zones, import shipments without summarizing by commodity code, imports of Canadian rail cars, and import valuation errors.	✓		

Derivatives	Quarterly derivatives survey is phased in by the Federal Reserve Bank of New York (as agent for the Department of Treasury) beginning in 1Q05. As BEA receives these data, they will be evaluated for possible inclusion in the ITAs and IIP accounts in FY 2006.	✓		
Quarterly Services Surveys	Data from the quarterly surveys for 1Q04 forward are evaluated and incorporated to the maximum extent feasible into the international transactions accounts. BEA continues conducting the surveys.	✓		
Improve Estimates of Short-Term Claims and Liabilities	Evaluate survey estimates of short-term liabilities (June 2003 measurement date) and claims (December 2003 measurement date).	✓		
Institute More Frequent Surveys of Portfolio Investment Assets and Liabilities	Incorporate results from the annual portfolio investment surveys of liabilities (June 2003 measurement date) and assets (December 2003 measurement date) into the accounts.	✓		
Utilize Statistical Sampling Techniques	Conduct annual survey of foreign direct investment in the U.S. (FDIUS) using statistical sampling techniques. Consider feasibility of expanding statistical sampling into design of the 2005 annual survey of U.S. direct investment abroad (USDIA).	✓		
Expand Services Data Collection (Excluding Quarterly Surveys)	Conduct redesigned benchmark survey of financial services, and broaden services estimates elsewhere, as appropriate.	✓		
Prepare Additional Special Studies	Prepare special studies to extend analyses of international accounts data, such as to improve the understanding of international outsourcing.	✓		

Monitor and Contribute to the Work of International Organizations in Updating Statistical Standards	Continue contributing to work of the technical expert groups involved with updating international statistical standards, and make substantial progress in resolving key issues.	✓		
Update Statistical Methods	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	✓		
New and/or More Timely Data on Multinational Companies (MNC) Operations	If determined feasible, continue to release advance estimates of MNC operations.	✓		
Supplemental Classifications for Holding Companies	Perform research into feasibility of, and data needs for, supplemental classifications of foreign affiliate holding companies, and/or affiliates held by these companies.	✓		
Cognitive Redesign of Surveys	Working jointly with contractor, continue meeting with survey respondents to improve the design and clarity of BEA's international surveys.	✓		
Interagency Data Sharing Projects	Conduct data sharing projects with the Census Bureau, BLS, and/or other agencies. Work toward identifying any additional opportunities for interagency data sharing.	✓		
Improvements to Travel Estimates with Credit Card Data	Perform research into feasibility of utilizing data on credit card transactions to improve the estimates of travel in the international transactions accounts (ITAs).	✓		
Improve Estimates of Affiliated and Unaffiliated Services Trade	Perform research into accuracy of estimates of affiliated and unaffiliated international services transactions.	✓		

REGIONAL ACCOUNTS				
Programs and New Initiatives, FY 2005				
Activities	2005	Met	Not Met	Comments (when goal Not Met or partial met)
Annual/Benchmark State Personal Income (SPI) Including Disposable SPI	Release annual 2004 SPI with NAICS 2002 industries. Release comprehensive revisions 1929–1968.	✓		
Annual/Benchmark Gross State Product (GSP)	December 2004: Release benchmark GSP for 1977–1997 on SIC and new NAICS estimates for 1998–2002. June 2005: Release preliminary 2003 GSP, and revised 2001–2002.	✓		
Quarterly SPI	Release quarterly SPI with NAICS 2002 industries. Complete and release comprehensive revisions 1948–1968.	✓		
Annual Local Area Personal Income (LAPI)	Release annual 2003 LAPI with NAICS 2002 industries and new metropolitan area definitions.	✓		
Regional Input-Output Multipliers	Incorporate 2003 national annual I-O table.	✓		
Implementation of NAICS for GSP	Release 1998-2003 GSP on NAICS basis.	✓		
Implementation of NAICS for Personal Income (PI)	Research and document the feasibility of extending NAICS-based state and local area PI back to 1990.	✓		
New Initiatives				
Accelerated Estimates				
Accelerated Quarterly State Personal Income	Accelerate quarterly state personal income for selected quarters by an additional week.	✓		

Accelerated Metropolitan Area Personal Income (MAPI)	Prepare and evaluate prototype accelerated estimates of preliminary annual 2004 MAPI.	✓		
Accelerated GSP	In June 2005, prepare and release prototype advance estimates of total GSP for 2004. Research and evaluate methods for producing accelerated GSP for NAICS sectors.	✓		
Accelerated County-Level Personal Income and Components	Accelerate by four months the release of county-level compensation by industry, releasing 2003 estimates in January 2005.	✓		
New Estimates and Area Definitions				
Disposable Metropolitan Area Personal Income (MAPI)	Continue researching the estimation of disposable MAPI.	✓		
Alternative Measures of Income by State	Research concepts and source data for estimating pension receipts and alternative measures of income by state.	✓		
Substate Gross Product	Begin investigating bottom-up estimates of gross product for metropolitan areas and BEA economic areas.	✓		
Historical GSP	Research availability of source data for years prior to 1977 in order to reestablish GSP for 1963–76 using current methodology and data.	✓		
Revised BEA Economic Areas	Develop new BEA economic areas. Publish a <i>Survey</i> article or note describing the new methodology and redefined areas.	✓		
Program Improvements				
Interagency Work: NAICS, North American Product Classification System (NAPCS)	Continue Economic Classification Policy Committee (ECPC) staff work on NAICS and NAPCS.	✓		

Improved Consistency of I-O, GDP, and GSP	Continue reconciling taxes in the I-O, GDP, and GSP accounts. Research using integrated annual I-O/GDP estimates in GSP.	✓		
Web-based Regional Input-Output Modeling System (RIMS) Ordering and Delivery	Develop Web-based ordering and estimate delivery system.		✗	Delays at GSA delayed the contract to perform this work.
Enhancements to RIMS Multipliers	Continue researching alternative regionalization methods. Continue researching use of the commodity flow survey data to provide interregional feedback effects.		✗	Delay at Center for Economic Studies (where the work will be performed) in granting approval of the research proposal.
Integrated Regional Product and Industry Accounts	Begin research on integrating GSP and regional I-O accounts, focusing first on identifying source data and developing methods to produce value-added multipliers for states.	✓		
Personal Income Mapping	Investigate state and county interactive mapping capabilities.	✓		
External Communication Enhancements for the Regional Program	Enhance external communication through outreach, presentations at conferences, and Web site improvements. Hold RIMS user workshops.	✓		
New Source Data for Personal Income Estimates	Evaluate use of IRS information returns data for estimating state and local area personal income. Research and evaluate new source data and methods for estimating residence adjustment.	✓		
New Source Data for GSP Estimates	Incorporate NAIC insurance commission data on premiums paid into GSP.	✓		

IMPROVEMENTS TO METHODS AND DATA

Programs and New Initiatives, FY 2005

Activities	2005	Met	Not Met	Comments (when goal Not Met or partial met)
Program Support	Expand data sharing opportunities with Census Bureau, BLS, and Internal Revenue Service.	✓		
External Sessions	Organize sessions to showcase and vet recent BEA research, such as sessions at the Allied Social Science Association (ASSA) and International Association for Research in Income and Wealth (IARIW).	✓		
Research	Support and foster research across BEA, working jointly with program staff.	✓		
Maintenance and Improvement of Source Data	Begin integration of BLS CES 790 expansion.	✓		
	Work with Census Bureau on questionnaire review for 2007 economic census.	✓		
	Work with Census Bureau to expand the services annual survey (SAS). Work on obtaining consistent expense questions in annual surveys.	✓		
	Set BEA data priorities with Census Bureau's government division.	✓		
	Complete revision to NAICS for 2007.	✓		
	Continue development of NAPCS.	✓		

	Begin incorporation of QSS.	✓		
Maintaining Quality of Estimates	Maintain information quality guidelines (IQG) and address any concerns. Study revisions in national accounts since previous study.	✓		
Conduct Research for Satellite Accounts	Undertake innovative research by constructing experimental satellite accounts. Begin construction of a household production account.	✓		
Construct an R&D Satellite Account	Under the direction of the chief economist and the associate director for industry, work with staff across BEA on research leading to the construction of a BEA/NSF R&D satellite account.	✓		
Establish Relationships with the Research Community	Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas.	✓		
Advisory Committees	Seek advice from experts through meetings of the BEA advisory committee and the Federal Economic Statistics Advisory Committee (FESAC).	✓		

MANAGEMENT				
Programs and New Initiatives, FY 2005				
Activities	2005	Met	Not Met	Comments (when goal Not Met or partial met)
Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency				
Continuity of Operations	Implement improvements to continuity of operations plan (COOP) identified in FY 2004 review. Continue annual testing. Provide training to employees.	✓		
Sustaining and Enhancing BEA's External Communications				
External Communication Strategies	Continue implementing and operationalizing elements of plan to improve external communications. Develop and implement mechanisms to inform and involve BEA employees in external communications process.	✓		
Management of Ongoing Communications Program	Manage all aspects of the ongoing communications program, including publication of the <i>Survey of Current Business</i> , maintaining content on the Web site, responding to media inquiries, and attending conferences. Integrate external communications plan with ongoing activities.	✓		
Web Site	Begin implementing improvements identified in the Web site customer satisfaction survey, with input from BEA program areas.	✓		
Survey of Current Business	Conduct evaluation of the presentation and content of the <i>Survey of Current Business</i> with input from BEA program areas. Review publication process and procedures for efficiency and effectiveness.	✓		
Communications Tools	Review and enhance presentation of other BEA publications, with input from BEA program areas. Ensure a consistent "look and feel" to BEA products. Integrate external communications plan with ongoing activities.	✓		
Providing Opportunities for User Feedback				

Customer Satisfaction Survey	In conjunction with the BEA program areas, develop an action plan and take action on results of FY 2004 survey. Provide feedback to survey respondents. Conduct FY 2005 customer survey.	✓		
Web Site Customer Satisfaction Survey	Conduct a customer survey targeted specifically at the effectiveness of the Web site. Develop a plan to implement survey results, with input from BEA program areas.	✓		
Sustaining and Enhancing BEA's Internal Communications				
Meetings	Develop and implement plan for conducting formal and informal internal communications meetings with BEA staff.	✓		
Intranet	Develop a plan to enhance internal communications through improvements to the BEA Intranet based on organizational assessment process. Begin implementing plan.	✓		
Products and Services	Manage ongoing internal communications products and services, including publication of <i>BEA Details</i> and <i>Diversity Newsletter</i> , and management of bulletin board system and BEA orientation program.	✓		
Assessing and Improving BEA's Organizational Climate				
Organizational Assessment	Publish and act on results of FY2004 employee survey's change committees' recommendations approved by Executive Staff.	✓		
Quality of Work Life Program	Further implement quality of work life initiatives.	✓		

Managing BEA's Workforce Toward Effective Accomplishment of the Mission				
Workforce Development	Develop strategies for economists and accountants based on core competencies. Continue implementing workforce development program. Evaluate the workforce development efforts in support of succession planning.	✓		
Recruitment Efforts	Implement improvements to recruitment efforts identified in FY 2004 evaluation. Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	✓		
Employee Retention	Implement improvements to retention efforts identified in FY 2004 evaluation.	✓		
Sustaining and Enhancing Workforce Safety and Security				
Safety and Security Programs	Implement improvements to security program and to physical security measures identified in FY 2004 review. Refine effectiveness of the safety and health program and increase safety and health awareness.	✓		
Occupant Emergency Plan (OEP)	Review the OEP and evaluate effectiveness of the plan.	✓		
Updating and Better Focusing Existing Programs				
Program Assessment Rating Tool (PART)	If assessed by the Office of Management and Budget (OMB), provide justification, evaluate FY 2004 recommendations, and implement improvements.	✓		

Sustaining and Enhancing the Management of BEA's Resources				
Acquisition Management	Review internal procurement services operation for areas of improvement. Review internal procurement obligation system (BOATS) for further refinements. Review level of procurement services; and if service has not improved, seek options for other procurement operations.	✓		
Financial Management	Review budget execution processes. Prepare FY 2006 BEA President's budget submission. Prepare FY 2007 Secretarial and OMB budget submissions.	✓		
Management Information System (MIS)	Fully deploy expanded MIS to bureau managers.	✓		
One-Stop Servicing	Install and implement new AS-Request software throughout BEA. Develop key measurements and data collection/analysis methodology.	✓		
Advisory Committee Management	Implement improvements identified in FY 2004 review to advisory committee process. Conduct BEA advisory committee meetings. Renew committee charter. Review member appointment terms.	✓		

INFORMATION TECHNOLOGY				
Major Programs and Operations, FY 2005				
Activities	2005	Met	Not Met	Comments (when goal Not Met or partial met)
Efficient Management of IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives.				
Information Technology (IT) Planning	Update strategic information technology plan and BEA strategic plan (FY 2005-FY 2009). Update IT operational plan.	✓		
	Maturity models-self assessments - Capital planning investment control (CPIC) - Enterprise architecture (EA) - Other	✓		
IT Architecture	Update FY 2005 IT architecture, BEA technical reference model, and software standards model.	✓		
Department of Commerce Chief Information Officer (DOC CIO)	Liaison with DOC OCIO and prepare reports such as OMB's circular A-11, exhibit 53 and exhibit 300 for the FY 2007 budget submission.	✓		
IT Training	Maintain an effective IT Training Program. Provide necessary IT training to Bureau staff.	✓		
IT Security	Conduct IT security maturity model self assessment for FY 2005.	✓		
	Conduct FY 2005 IT security awareness training.	✓		
	Complete FY 2005 contract for penetration testing of BEA network.	✓		
	Conduct monthly vulnerability scanning of network infrastructure.	✓		

	Maintain and revise online security documentation as needed.	✓		
	Update security plan as necessary.	✓		
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs.				
Office Automation Software	Upgrade operating system (OS), office automation suite, & desktop management system.	✓		
Commercial Off-The-Shelf (COTS) Software	Upgrade/Add various COTS software as needed.	✓		
System for Tabling and Aggregating Time Series (STATS) (GDP System)	Implement product-side current estimate & develop & test product-side annual revision capability.	✓		
Regional Systems	Continue regional system redesign (as necessary).	✓		
	Begin upgrading & enhancing the RIMS system.		✗	Delays at GSA delayed the contract to perform this work.
Electronic Survey Reporting	Enhance ASTAR, for appropriate international investment division (IID)/balance of payments division (BPD) surveys. Investigate 2nd generation ASTAR.	✓		
Industry System	Upgrade/enhance industry accounts systems.	✓		
FAME & Econometric / Statistical Software	Continue to support conversion to FAME.	✓		

International Systems Modernization	Continue modernization of international systems, including survey editing system, investigate time-series, & redesign private services.	✓		
Upgrade Biomedical Research and Development Price Index (BRDPI) Survey	Implement eSurvey data collection, upon approval.	✓		
Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data.				
Database	Maintain & update database structure and platform standards and principles.	✓		
	Apply database structure and platform standards and principles to application re-engineering efforts.	✓		
Web Applications	Upgrade web applications.	✓		
	Revise and maintain BEA intranet home page, as necessary.	✓		
Maintain Infrastructure to Ensure Reliability and Security.				
Virus Protection Software	Evaluate and upgrade virus protection and related software as needed.	✓		
Voice Mail System	Evaluate options for improving voice mail system.	✓		
Desktop and Laptop	Replace 1/3 desktop and laptops computers and evaluate/adopt new hardware standards as needed.	✓		
Printers	Replace 1/3 network and personal printers.	✓		

Mobile Technology	Continue investigation to include support for a wider array of mobile devices.	✓		
Phone System	Enhance voice over Internet protocol (VoIP) phone system.	✓		
HelpDesk	Implement new HelpDesk tracking system software.	✓		
Network Servers	Research virtual local area network (VLAN) options and make recommendations. Replace up to 30% of local area network (LAN) server hardware.	✓		
Network Bandwidth	If accepted, implement higher bandwidth access to the Internet.	✓		
Perimeter Security/Firewall System	Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.	✓		
Remote Access	Evaluate and enhance remote access infrastructure and upgrade as necessary.	✓		
E-Mail System	Complete Microsoft Exchange e-mail upgrade.	✓		
Disaster Recovery Systems	Test & upgrade disaster recovery services to meet expanding Bureau needs.	✓		
LAN backup system	Enhance/replace the tape backup system if necessary.	✓		

WebCasting	Continue to investigate Bureau webcasting requirements.	✓		
Web Servers	Deploy search engine technology & email subscription service technology.	✓		
Application and Database Servers	Upgrade database application servers.	✓		
Data Storage	Add storage capacity to the storage area network (SAN) system.	✓		